



**Dave Gibson**  
Director

### Mission Statement

*The Facilities Management Department serves the public by providing quality custodial, grounds, and maintenance services that enable departments & staff to effectively meet the expectations of customers.*

### GOALS

**IMPROVE BUSINESS PRACTICES TO ENHANCE CUSTOMER SERVICE AND INCREASE STAFF EFFICIENCY**

**PROVIDE THOROUGH PREVENTIVE MAINTENANCE ASSESSMENTS AND REPORTS ON COUNTY-OWNED FACILITIES**

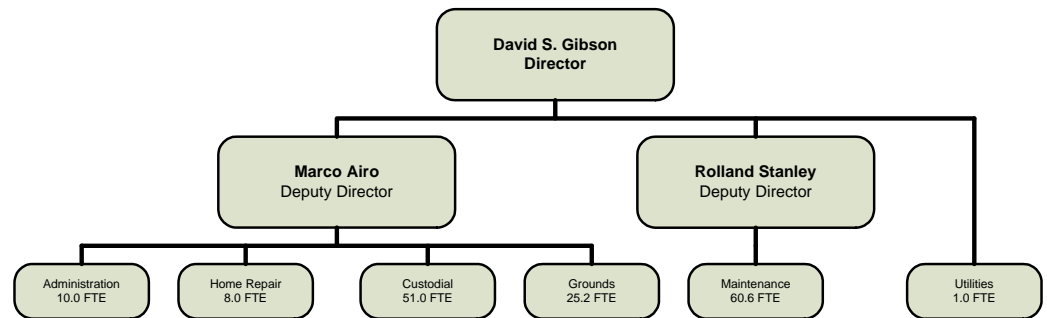
**REDUCE UTILITY CONSUMPTION & IMPLEMENT SUSTAINABILITY PROJECTS**

**SAFEGUARD COUNTY FACILITY ASSETS**



## FACILITIES MANAGEMENT

### ORGANIZATIONAL CHART



### DESCRIPTION OF MAJOR SERVICES

The Facilities Management Department is composed of six divisions: Maintenance, Grounds, Custodial, Home Repair, Administration, and Utilities.

Facilities Management provides custodial, grounds, and maintenance services to ensure county facilities are clean and well-maintained, inside and out. The department provides routine maintenance, as well as 24 hours per day – 7 days per week emergency building maintenance. Services also include seasonal planting, repairing, remodeling, and maintaining building structures, equipment, and fixtures. While primarily charged with ensuring a functional county infrastructure, through the Home Repair Program, Facilities Management Department also provides minor repairs and services to eligible residences as designated by the Community Development and Housing Department.

The Utilities Division is responsible for administering the county's utility budget.

The Facilities Management Department, having achieved goals of strengthening administrative support functions, is transitioning to a model of asset protection and sustainability. The refined asset protection focus relies on using the data and support systems in place to maintain the county's valuable facilities, protecting the county's recent multi-million dollar capital investment in facility upgrades and enhancements, and preparing to maintain future facilities. The goals include maintaining facilities and equipment to preserve a high level of functioning now and in the future. Another major initiative is to support sustainability projects and promote responsible and efficient use of resources.

### 2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
<b>General Fund</b>				
Facilities Management	14,465,324	4,827,546	9,637,778	154.9
Utilities	17,238,336	258,043	16,980,293	1.0
Total General Fund	31,703,660	5,085,589	26,618,071	155.9

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: IMPROVE BUSINESS PRACTICES TO ENHANCE CUSTOMER SERVICE AND INCREASE STAFF EFFICIENCY

*Objective A: Continue implementation of the CAFM system.*

*Objective B: Enable county departments to submit work orders on-line.*

*Objective C: Implement program for handheld PDAs to track work and costs.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Decrease length of time required to provide final cost data to customers by 50%. Current length of time is 90 days	N/A	0%	50%	50%	N/A
1B. Implement capability for county departments to submit work requests on-line through CAFM-enabled interface on department's homepage	N/A	N/A	100%	100%	N/A

#### Status

A major initiative to improve business processes has been the implementation of the CAFM (Computer Aided Facilities Management) system. Facilities Management plans to utilize more of the modules available to enhance operations and provide further support for field staff.

**Objective A:** Facilities Management will decrease the length of time required to provide final cost data to customers through use of the CAFM system. More extensive use of the CAFM system will provide a mechanism to bill customers, eliminating the need to use the Job Cost Ledger system by the end of 2007-08.

**Objective B:** With the help of the Information Services Department, Facilities Management will use WebCentral as an interface to allow county departments to input and track work requests on-line through the Facilities Management website on Countyline by the end of 2007-08.

**Objective C:** A new objective for 2008-09 is to use rugged hand-held PDAs which will allow field staff to spend more time providing services and less time on paperwork, thus reducing backlog of work requests. This objective relies on the approval of a one-time Business Process Improvement (BPI) request as detailed in that section of this Business Plan.

### GOAL 2: PROVIDE THOROUGH PREVENTIVE MAINTENANCE ASSESSMENTS AND REPORTS ON COUNTY-OWNED FACILITIES

*Objective A: Provide facility inspections through facility condition assessment contract.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of facility assessments completed (number of assessments completed).	N/A	82% (37)	100%	100% (45)	N/A

### 2006-07 ACCOMPLISHMENTS

- ❖ Awarded CCFSA Award of Excellence for Facilities Service
- ❖ Replaced 83,898 square feet of carpet in county owned office space
- ❖ Implemented scrap metal recycling program
- ❖ Successfully completed Court Facility transition of historic Central Courthouse
- ❖ Installed water-conserving irrigation systems
- ❖ Completed CPR/First Aid Certification for all department employees
- ❖ Performed 236 repair jobs for low income residents of San Bernardino County through Home Repair program



Status

Facilities Management has completed facility condition assessments on 37 facilities (1,946,399 square feet) which include both narrative condition assessment reports and equipment inventories. The department plans to complete the remaining 8 facility condition assessments by the end of 2007-08. The data gathered by the condition assessment will be used to aid decision making to achieve Goal 4: Safeguard County Facility Assets.

**GOAL 3: REDUCE UTILITY CONSUMPTION /IMPLEMENT SUSTAINABILITY PROJECTS**

*Objective A: Implement energy efficiency program.*

*Objective B: Implement water conservation projects.*

*Objective C: Develop user-centered approach to managing resource consumption.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3B. Percentage decrease in water consumption per project area. Based on meter readings at current time of project implementation.	N/A	N/A	N/A	N/A	25%

Status

Objective A: In support of the Green County San Bernardino initiatives approved by the Board of Supervisors, Facilities Management has been instrumental in the implementation of a number projects that increase efficiency with regard to water conservation and electricity use. Examples of such measures are upgrades to energy management systems, installation of high-efficiency heating and cooling units, the use of cool-roofing materials, replacing manual irrigation controls to irrigation controls with timers, and changing sprinkler irrigation to drip system irrigation.

Objective B: The department's water conservation efforts will feature water-saving irrigation components such as "smart" controls, solar powered irrigation controllers, and the testing of drought resistant landscaping options for the grounds around county facilities. Irrigation equipment and landscaping options will be tested on-site at Facilities Management headquarters to monitor efficacy and aesthetics before being installed at other county facilities.

Objective C: In an effort to support customers with conservation efforts, Facilities Management plans to develop a user-centered approach to managing resource consumption by providing site/facility specific information on energy and resource consumption. This objective relies on the approval of a one-time BPI request as detailed in that section of this Business Plan.

**GOAL 4: SAFEGUARD COUNTY FACILITY ASSETS**

*Objective A: Complete audits on county-maintained facilities.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Number of audits completed	N/A	N/A	N/A	N/A	45

Status

Beginning in 2008-09, Facilities Management will perform comprehensive building audits in order to create dynamic, preventive, and predictive maintenance plans for county-owned facilities. The maintenance plans will take into account life cycle and routine repairs that will minimize equipment downtime and maximize the equipment's useful life.

## APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. The department received \$308,688 in ongoing funding to augment administrative support staff to reduce administration time by field personnel.	4.0	308,688	-	308,688
2. The department received \$217,644 in ongoing funding for three specialty trade positions.	3.0	217,644	-	217,644
3. The department received \$75,000 in ongoing funding to expand the Community Options contract to additional buildings.		75,000	-	75,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Hours freed up from administrative work for field staff	N/A	3,200	6,400	6,400	6,400
P2. Additional productive hours from new specialty trade positions	N/A	2,400	4,800	4,800	4,800
P3. Additional service hours provided via the Community Options contract to additional buildings.	N/A	7,500 hours, 3 crews added	10,000 hours, 1 additional crew	10,000 hours, 1 additional crew	10,000 hours added, 1 additional crew

## 2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. One-time BPI Request – Program to use rugged hand held PDAs to record work and cost data This enhancement will help the Facilities Management Department to decrease the amount of time for cost data to reach customers and improve staff efficiency. The use of PDAs will help decrease the Work Request backlog by reducing paperwork for both craftspeople and supervisors, and will significantly reduce data entry in both time and cost. Job information and cost data will be captured via the rugged PDA and will be downloaded directly into the CAFM system.	-	135,000	-	135,000
2. One-time BPI Request – Accountability for utility usage This initiative will fund a consultant to assess utility usage in multi-occupant buildings. The data from this assessment will provide essential background information for future policy items and programs designed to maximize efficient use of resources.	-	75,000	-	75,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Reduce backlog of Work Requests					10% reduction
P2. Study completed and utility information on resource consumption provided to county departments for which Facilities Management receives and pay utilities invoices.					100%

## 2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments in 2008-09.

If there are questions about this business plan, please contact Dave Gibson, Director, at (909) 387-2230.